



Influence-Driven Leadership

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WJM ASSOCIATES, INC.
Developing High-Performing Executives & Teams Around the World



Annual Sharing Day 2012



***What does influence
mean to you?***



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- *We have coached over 1,000 corporate leaders in 30 countries over the past 16 years.*
- *Most common coaching request comments include:*
 - *“Mary is very strategic and has great technical skills, but needs to become better at leading and inspiring others”*
 - *“Joe needs to transition from an individual contributor to a leader of a larger team”*
 - *“Mark needs to further develop his executive presence”*
- *Influence is at the core of these developmental goals.*



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- *We recently surveyed 200 seasoned Executive Coaches to determine the most common developmental objectives.*
- *The top four responses were all related to influence:*
 - *Build/Align/Motivate Team*
 - *Executive Presence*
 - *Effective Communications*
 - *Interpersonal Savvy*

Agenda

- *Why Influence?*
- *Gladwell on Influence*
- *Books on Influence*
- *Corporate Strategy*
- *Influence-Driven Leadership*

Why Influence?

- *Webster's defines "Leadership", "Command" and "Authority" using "Influence."*
- *Hidden in Plain Sight*
- *"We do what we do and think the way we think because of influence."*
- *Example: Accents*
- *Discovered that the strategic use of influence is the secret of individual and organizational success.*

Gladwell on Influence

The Power of Influence

***The Tipping Point:** The dramatic moment that is the peak of the influences that lead to epidemics.*

— Paul Revere vs. William Dawes

***Blink:** The influences in our lives that cause us to make instantaneous judgments.*

— Imperial Margarine and Mind-Reading

The Power of Influence

***Outliers:** External influences are one of the fundamental reasons for extraordinary success.*

— Hockey and Silicon Valley

Books on Influence

Personal Influence

- ***How To Win Friends and Influence People: Dale Carnegie***
- ***Influence: Science and Practice: Robert B. Cialdini***
- ***Influence Without Authority: Allan R. Cohen and David L. Bradford***
- ***Maximum Influence: Kurt Mortensen***

Corporate Strategy

Corporate Strategy

- ***First Generation: SWOT Analysis***
 - *Internal Strengths*
 - *Internal Weaknesses*
 - *External Opportunities*
 - *External Threats*
- ***Second Generation: BCG Growth Share Matrix***
 - *Stars – High market share in a fast growing industry*
 - *Question Marks – Low market share in a fast growing industry*
 - *Dogs – Low market share in a slow growing industry*
 - *Cash Cows – High market share in a slow growing industry*

Corporate Strategy

- ***Third Generation: Porter Five Forces Analysis***
 - *Threat of New Entrants*
 - *Threat of Substitute Products*
 - *Bargaining Power of Customers*
 - *Bargaining Power of Suppliers*
 - *Intensity of Competitive Rivalry*
- ***Fourth Generation: Intelligent Influence[®]***
 - *Influence Awareness[™]*
 - *Influence Impact[™]*
 - *Influence Management[™]*
 - *Influence Maximization[™]*

Influence-Driven Leadership

Intelligent Influence[®] Framework

*Internal
InfluenceTM*

*External
InfluenceTM*

*Influence
UnderstandingTM*

Step 1
*Influence
AwarenessTM*

Step 2
*Influence
ImpactTM*

*Influence
ActionsTM*

Step 3
*Influence
ManagementTM*

Step 4
*Influence
MaximizationTM*

Influence Awareness™



- *Who has influenced me in the past?*
- *How have they influenced me?*
- *What impact has their influence had on me?*
- *Are my perspectives reinforced because I spend time with people who believe the same things that I do?*
- *Do I spend enough time trying to understand what influenced other people to have completely different views than I do?*

Influence Impact™



- **AUTHORITY INFLUENCE:** *Influence based on position, authority or ability to command (i.e. Phil Knight/Nike)*
- **BELIEF INFLUENCE:** *Influence derived by convincing people to believe in something that is not immediately susceptible to rigorous proof (i.e. Jeff Bezos/Amazon)*
- **INSPIRATION INFLUENCE:** *Influence derived from motivating people to have a passion for a leader, project or activity (i.e. Richard Bransen/Virgin)*
- **REPUTATION INFLUENCE:** *Influence derived from the broad based respect of others (i.e. James Burke/Johnson & Johnson)*
- **RESOURCE INFLUENCE:** *Influence based on the ability to share valuable corporate assets (i.e. Eric Schmidt/Google)*
- **THOUGHT INFLUENCE:** *Influence derived from a company's innovative ideas or skills (i.e. Steve Jobs/Apple)*

Influence Management™

$$**P + S + I = E**$$

Where the symbols represent the following:

P = Personality - A person's personality type (as determined informally or by a personality assessment).

S = Skills - The special abilities of a person.

I = Internal Influence™ - The developmental influence action (coaching, training, team building, etc.)

E = External Influence™ - The ways in which this person influences others as a result of their actions.

Influence Management™

$$O + C + I = E$$

Where the symbols represent the following:

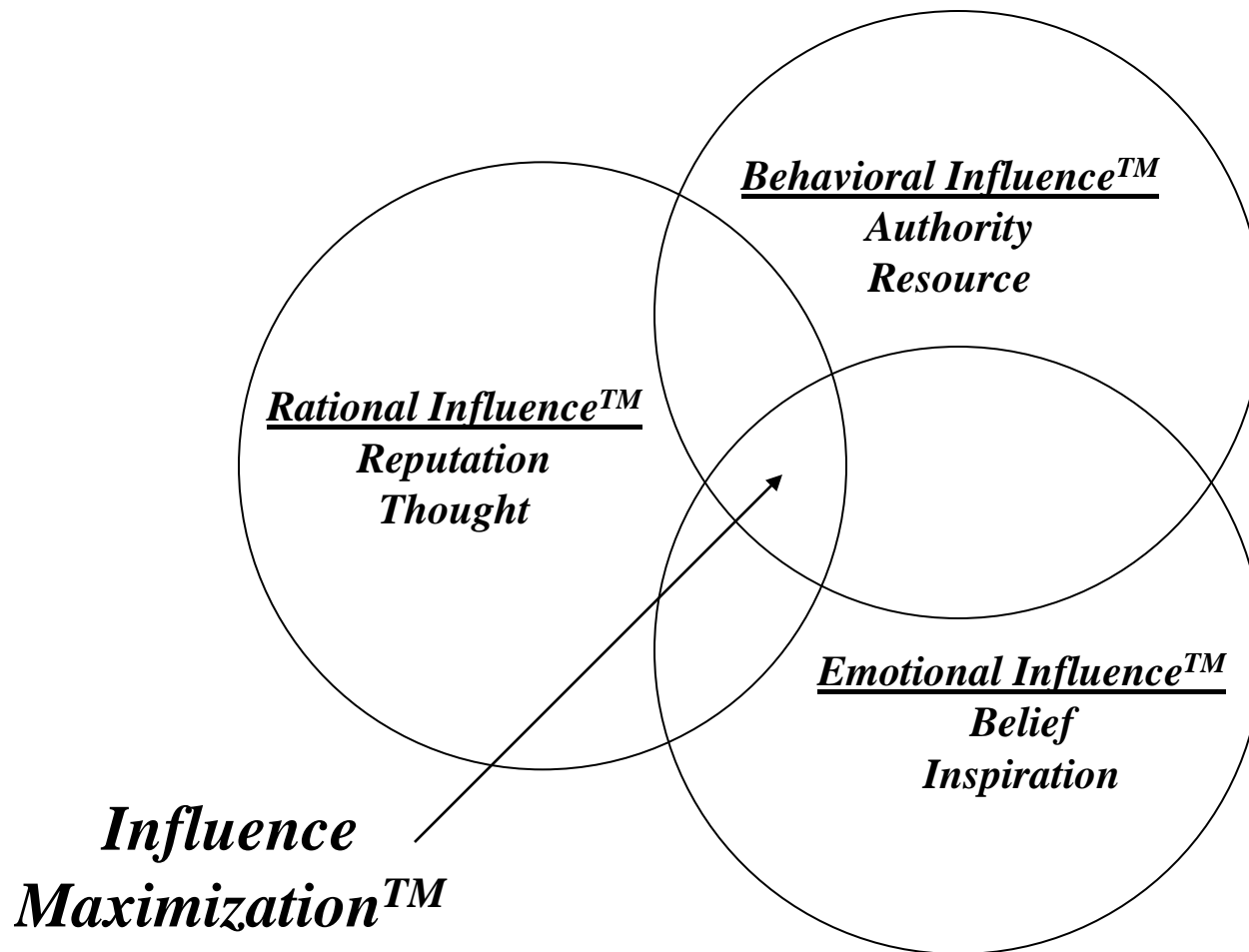
O = Organization's Culture - The shared values, attitudes, goals and practices that characterize the organization.

C = Capabilities - The special abilities of the employees in the organization (i.e. technical, research, development, production, sales, etc.)

I = Internal Influence™ - The organization's developmental influence action (consulting, acquisitions, divestitures, etc.)

E = External Influence™ - The ways in which the organization influences others as a result of the organization's actions.

Influence Maximization™



Influence in Your Office

Developmental Opportunities

Behavioral Influence™



Authority Influence™: Set clear vision, mission and goals for your organization or the people that you have authority over.

Resource Influence™: Strategically share the resources (personal or corporate) that you have control over with your boss, co-workers, employees, customers or other individuals you are attempting to influence.

Rational Influence™



Reputation Influence™: Take the time to understand how you are viewed by your boss, co-workers, employees, customers or other individuals you are attempting to influence.

Thought Influence™: Demonstrate to your boss, co-workers, employees, customers or other individuals you are attempting to influence that your thoughts and ideas are original.

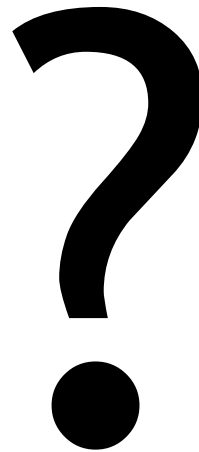
Emotional Influence™



Belief Influence™: Learn how to eloquently connect your personal or corporate mission with the strongly held beliefs of your boss, co-workers, employees, customers or other individuals you are attempting to influence.

Inspiration Influence™: Seamlessly integrate what you are requesting with the desires, hopes, values and dreams of your boss, co-workers, employees, customers or other individuals you are attempting to influence.

Final Questions or Comments





Thank You

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